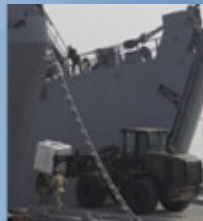


DoD Logistics Human Capital Strategy (HCS)



Executive Overview

1 October 2008



The DoD Logistics Human Capital vision is a multi-faceted logistics workforce that will succeed in a joint operating environment



Benefits of a High Performing, Agile and Ethical Workforce

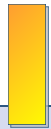
Individual	Cross-functional development for more flexibility and growth
Services & Agencies	A DoD enterprise system to identify & utilize the desired competencies to meet mission needs
Total Force	Logistics synergy to provide capabilities for current and emerging mission requirements

Outcomes of a Competency-Based Enterprise Logistics Workforce

- Empowers a mobile workforce for flexibility to support future requirements
- Sustains the knowledge base
- Optimizes enterprise resources
- Provides consistent expectations and application of competencies and skills requirements
- Defines a common lexicon for communication across logistics



The goal is to develop the right mix of DoD Logisticians



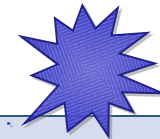
"I" People

Deep knowledge and narrow expertise in a functional segment, with limited knowledge of other segments or fields.



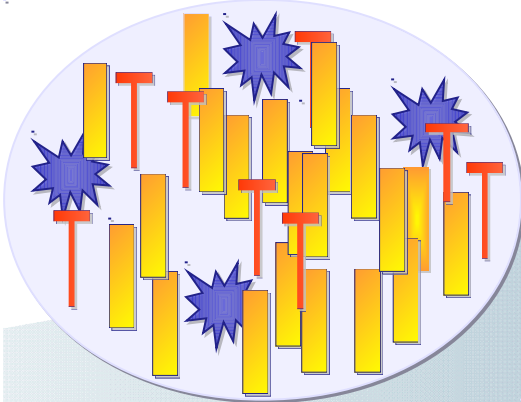
"T" People

Broader knowledge across a field, possibly with depth in some but not all logistics segments; some knowledge of business or other fields; some development assignments and training.

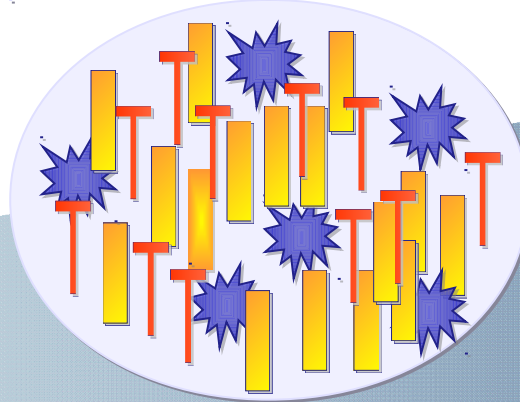


Enterprise Logistician

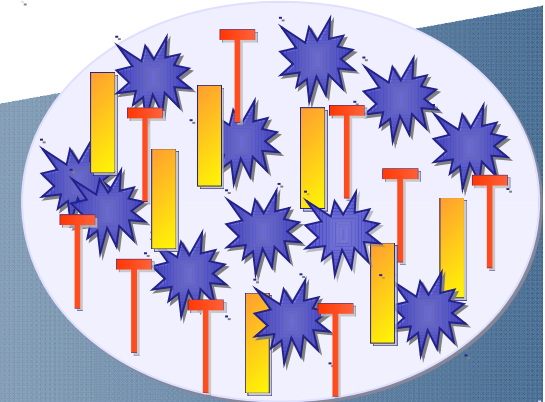
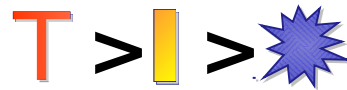
Multi-faceted logistician with expertise in many segments and knowledge of the logistics process end-to-end; knowledge of business or other fields; executive training; multi-component experience.



Current



Near Future



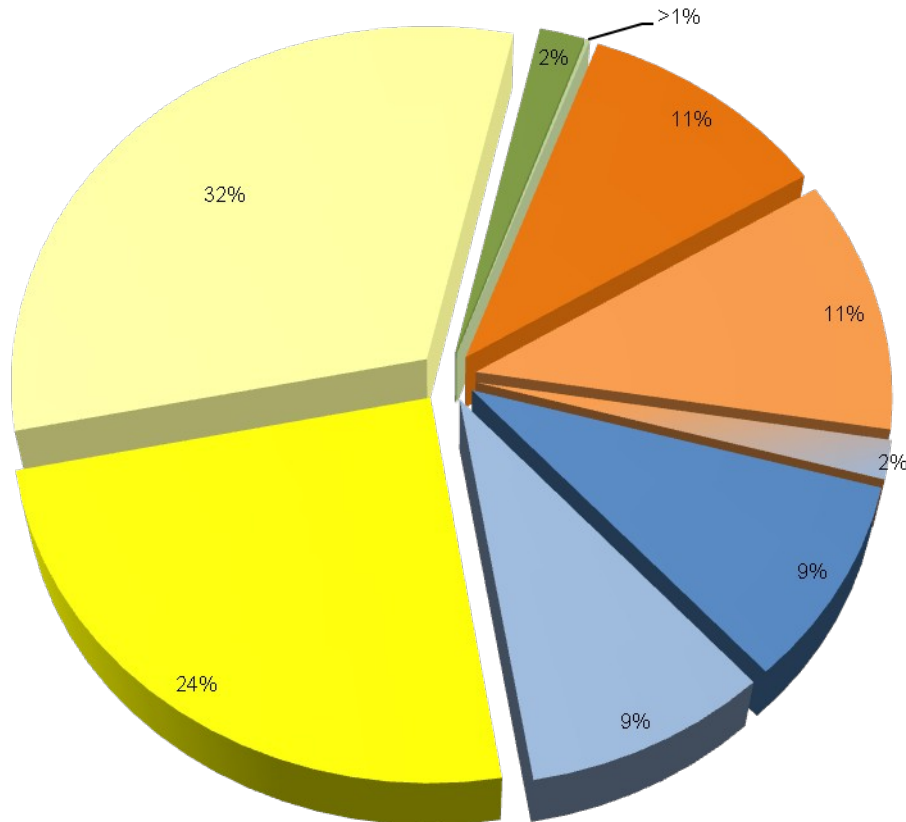
Future





The DoD Logistics functional community comprises nearly 615,000 active duty military and civilian personnel*

Workforce Sizing by Category



	Civ	Mil	Total
Maintenance Support	143,295 24%	199,516 32%	342,811 56%
Supply Management	63,350 11%	72,037 11%	135,387 22%
Cross-Category (SM & D/D/T)		11,012 2%	11,012 2%
Deploy/Dis t/ Trans	56,194 9%	56,679 9%	112,873 18%
Life Cycle Logistics†	11,664 2%	940 <1%	12,604 2%
	274,503 45%	340,184 55%	614,687 100%

Sources: Defense Civilian Personnel Data System (DCPDS)
Defense Manpower Data Center (DMDC)
Military Services

Notes: * Augmented by over 200,000 Guard/Reserve personnel
† A portion of the Acquisition workforce

Demographics current as Aug 30, 2008



Four Logistics Workforce Categories have been defined

SUPPLY MANAGEMENT



Includes procurement to disposal of defense system material, and integration of multiple material sources and processes to meet war fighter requirements.

MAINTENANCE SUPPORT



Includes planning and executing maintenance, both scheduled and unscheduled, to defense system equipment.

DEPLOYMENT/ DISTRIBUTION/ TRANSPORTATION



Includes transportation, packaging, cargo scheduling, and dispatching of materials, support services, and personnel in response to customer

LIFE CYCLE LOGISTICS



Includes planning, development, implementation, and management of a comprehensive, affordable, and effective systems support strategy.

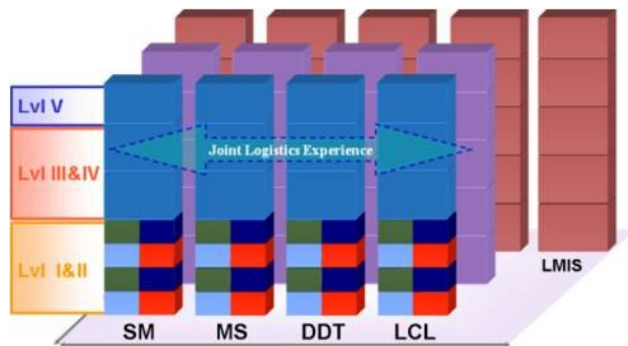
Bottom line: Support the Warfighter!

the force.

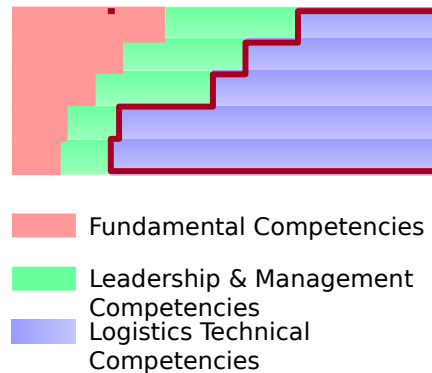


Six elements will contribute to achieving the HCS Vision

Logistics Career Roadmap



Logistics Competencies



Education, Training, and Developmental Assignments

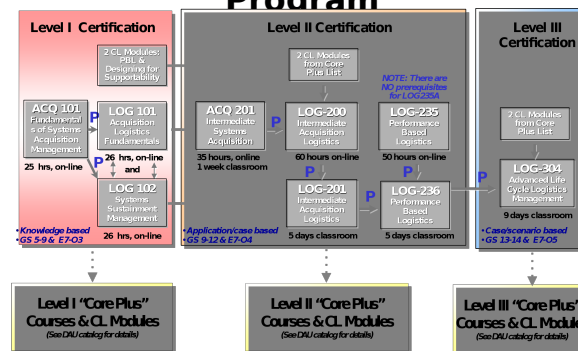


& Various Academia

Logistics Career Development Framework

Name & Contact information	
Name:	John Smith
Serial number:	2D4591
Manager:	Julie Doe
Workforce Category Levels	
Supply Management	4 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>
Deployment/Distribution/Transportation	2 <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Maintenance Support	1 <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Life Cycle Logistics	2 <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Fundamental Competencies	
Public Service Motivation	Experienced <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
Continual Learning	Experienced <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>
Oral Communication	Foundation <input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Written Communication	Experienced <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>

Certificate/Certification Program

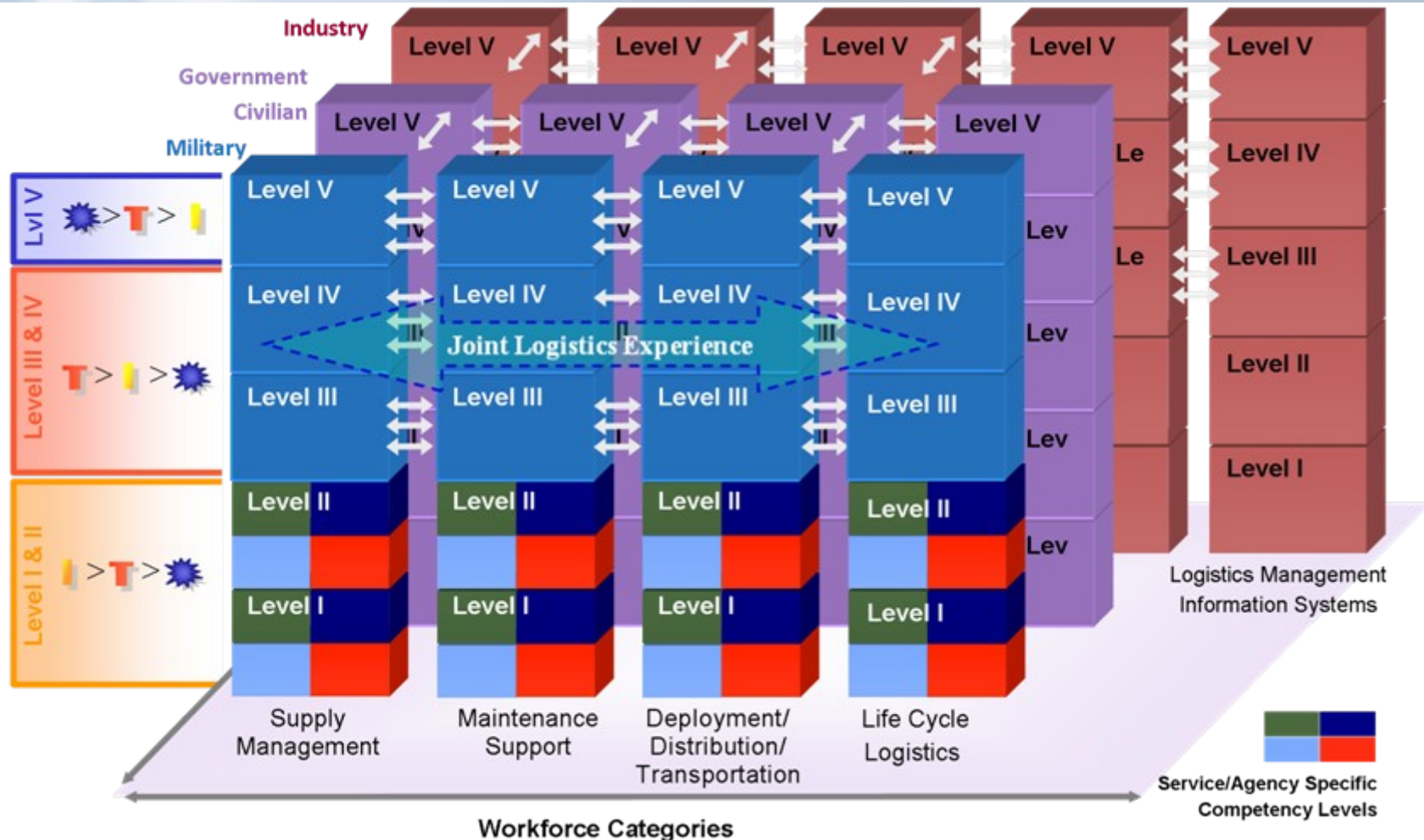


Strategic Governance and Oversight Executive Steering Group (ESG)





The Logistics Career Development Roadmap will guide individual and organizational objectives



"I" People - Deep knowledge, narrow expertise in functional field; limited knowledge of other fields

"T" People - Broader knowledge across a field, with depth in some but not all logistics fields

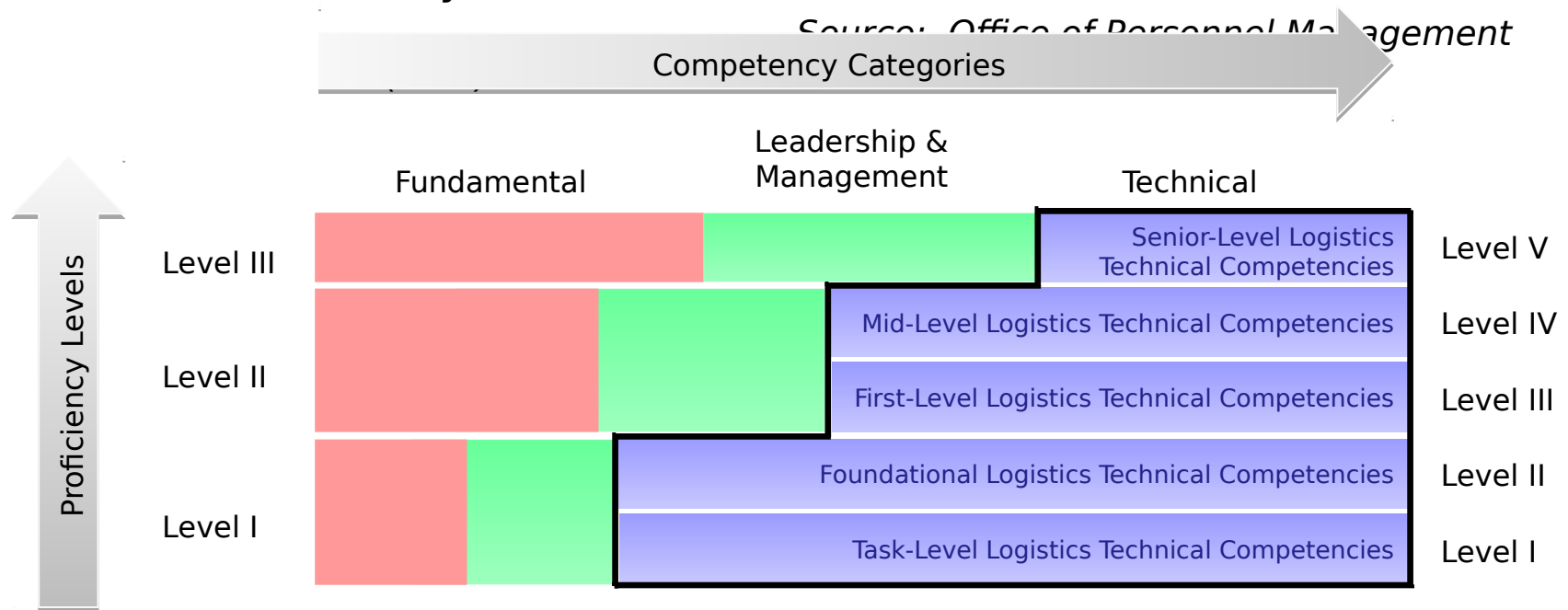
Enterprise Logistician - Multi-faceted logistician with expertise in many fields and end-to-end logistics process



A Competency-based management approach will strengthen the workforce

- **Definition of Competency**

- An **observable, measurable pattern** of skills, knowledge, abilities, behaviors & other characteristics that an individual needs **to perform** work roles or occupational functions successfully.





Fifteen Logistics Workforce Category Technical Competencies have been defined

SUPPLY MANAGEMENT



**Forecasting and
Demand Planning**

Supply Planning

Sourcing

**Inventory
Management**

MAINTENANCE SUPPORT



**Maintenance
Operations
(includes depot
maintenance)**

Production & Support

DEPLOYMENT/ DISTRIBUTION/ TRANSPORTATIO N



**Physical Distribution/
Transportation
Operations**

Deployment Planning

LIFE CYCLE LOGISTICS



Logistics Design

**Integrated Logistics
Support Planning**

**Product Support &
Sustainment**

Configuration

**Reliability and
Maintainability
Analysis**

**Technical/Product Data
Management**

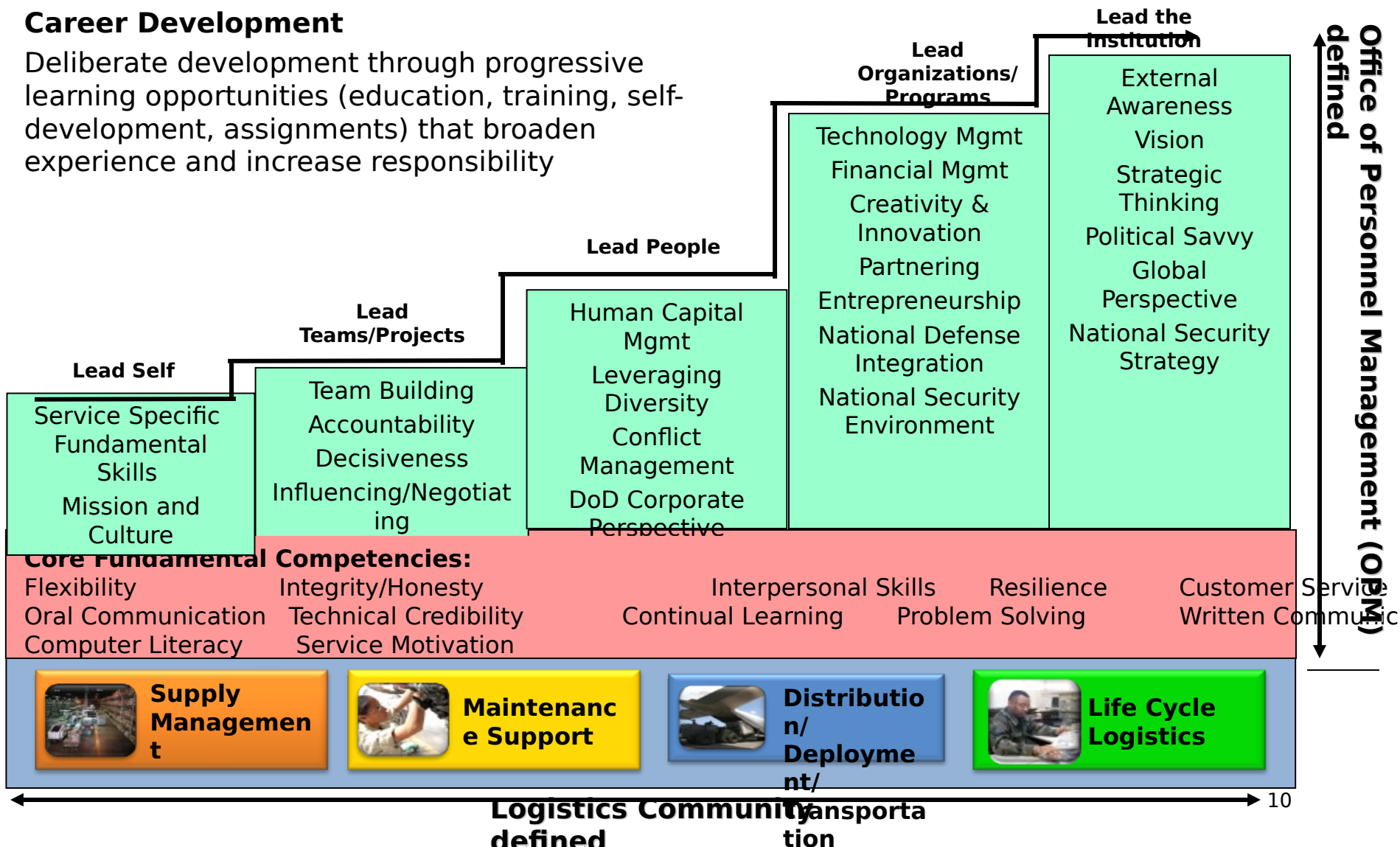
Supportability Analysis



The DoD Logistics Competency Continuum will enable an individual's multi-faceted career development

Career Development

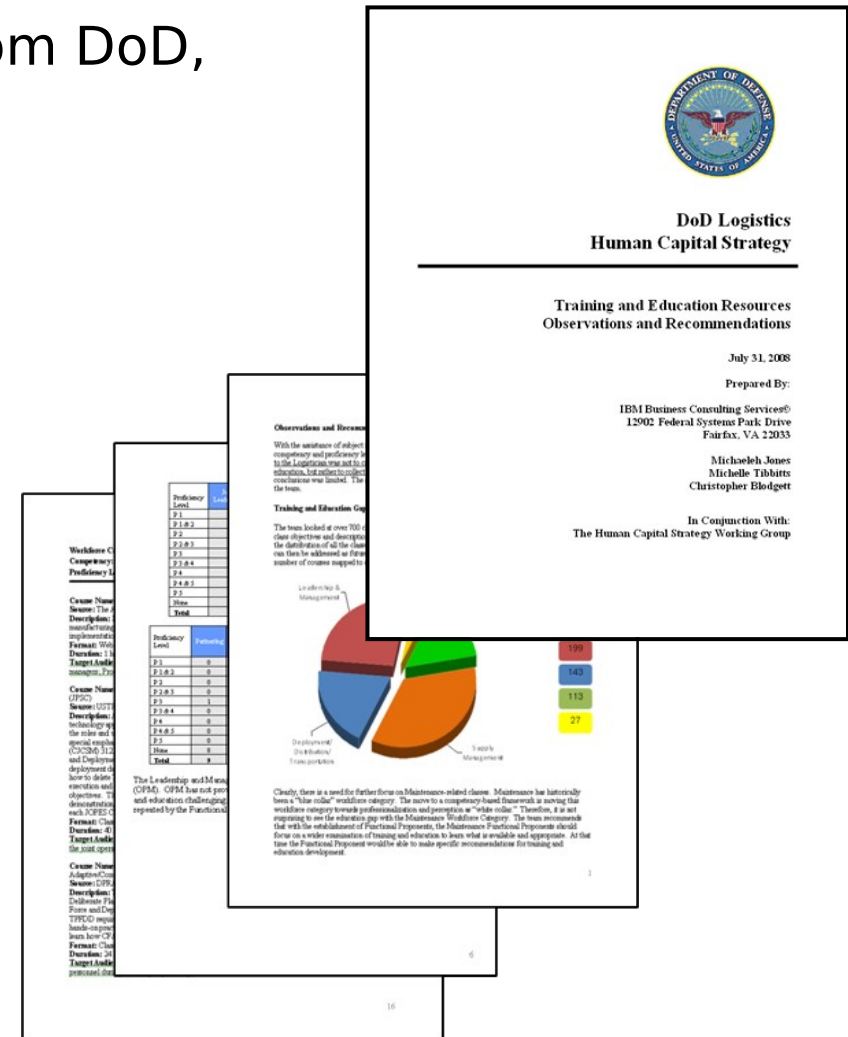
Deliberate development through progressive learning opportunities (education, training, self-development, assignments) that broaden experience and increase responsibility





The Training and Education Review matched class objectives and descriptions to competencies and proficiency levels

- Looked at over 700 courses from DoD, industry, and private sources
- Provides
 - Representative collection of the training, education, and development assignments available to Logisticians
 - Listing of courses by workforce category, competency, and then by the five levels of proficiency
 - Overlaps and gaps





The Logistics Career Development Framework provides benefits to individuals and organizations

INDIVIDUAL AND SUPERVISOR:

- Regular assessment & career progress tracking
- Consistent expectations and job requirements
- Well-defined roadmap for achieving career goals
- User-friendly Web-based tool for career management

ORGANIZATIONS

- Enterprise system locator for teams & high profile tasks
- More effective utilization of existing Enterprise resources

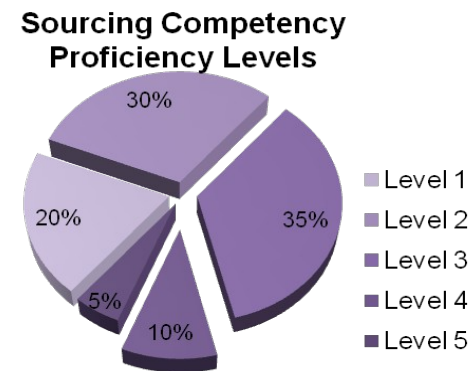
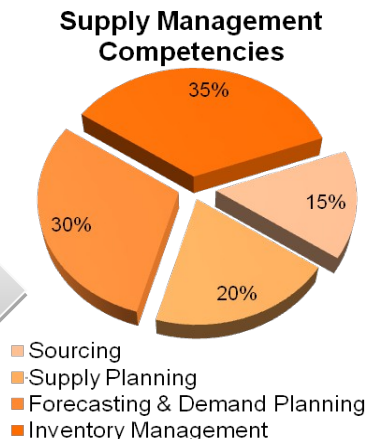
SENIOR MANAGEMENT/DECISION-MAKERS

- Visibility of where workforce assets are located
- Understanding of critical capability & skill gaps
- Identification of current and future staffing requirements



Name & Contact information		
Name:	John Smith	
Serial number:	2D4591	
Manager:	Julie Smith	
Workforce Category Levels		
Supply Management	1	<div><div></div><div></div><div></div><div></div><div></div></div>
Deployment/Distribution/Trans	2	<div><div></div><div></div><div></div><div></div><div></div></div>
Maintenance Support	1	<div><div></div><div></div><div></div><div></div><div></div></div>
Life Cycle Logistics	2	<div><div></div><div></div><div></div><div></div><div></div></div>
Fundamental Competencies		
Public Service Motivation	Experienced	<div><div></div><div></div><div></div><div></div><div></div></div>
Continual Learning	Experienced	<div><div></div><div></div><div></div><div></div><div></div></div>
Oral/Written Communication	Foundation	<div><div></div><div></div><div></div><div></div><div></div></div>
Integrity/Honesty	Experienced	<div><div></div><div></div><div></div><div></div><div></div></div>
Interpersonal Competencies	Advanced	<div><div></div><div></div><div></div><div></div><div></div></div>
Leadership & Management Competencies		
Business Acumen	Experienced	<div><div></div><div></div><div></div><div></div><div></div></div>
Leading People	Foundation	<div><div></div><div></div><div></div><div></div><div></div></div>
Leading Change	Experienced	<div><div></div><div></div><div></div><div></div><div></div></div>
Results Driven	Experienced	<div><div></div><div></div><div></div><div></div><div></div></div>
Communication	Advanced	<div><div></div><div></div><div></div><div></div><div></div></div>
Enterprise-Wide Perspective	Experienced	<div><div></div><div></div><div></div><div></div><div></div></div>

Notional example of the framework's format



Inventory Analysis by competency – enable identification of current and future staffing requirements

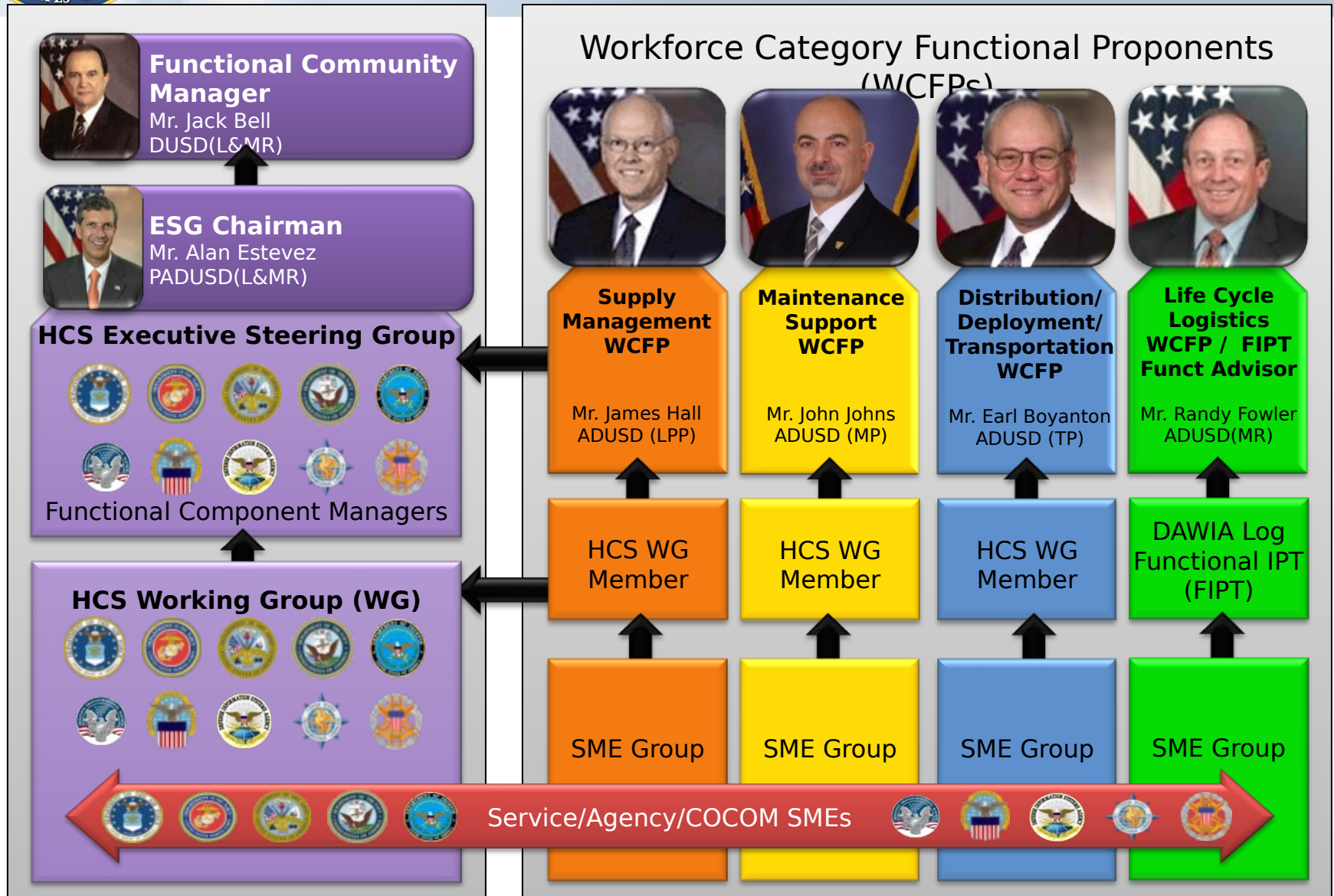
Inventory Analysis by proficiency – enable identification of capability and skill gaps

[illegible]

Serial I	Name	Org	Project	Util %	YrsEx p	Eligibl e
54613	G Washington	USAF	B-2 PBL	110	35	Y
54321	J Adams	DLA	AFPTF	75	27	N
65412	T Jefferson	USAF	AFRL/RX	95	40	N
54863	J Madison	USA	JSF	15	30	Y
84562	J Monroe	TRANS COM	EF22 MC	90	25	Y



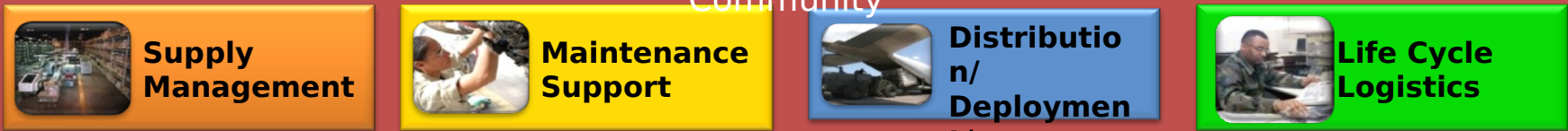
Placing responsibility within OSD ensures consistency across the logistics functional community





Alignment of the multiple human capital efforts will ensure value

HCS Executive Steering Group
Strategic Direction, Competencies, & Logistics Career Development Framework for the Logistics Community



Military Services & Agencies
Career Management

Combatant Commands
Training & Education for Mission Requirements

DoD Logistics Community

Center for Joint and Strategic Logistics Excellence

1st-Year Focus: Joint Logistics Education

Joint Staff
Joint Logistics Requirements

Defense Acquisition University

Training for the Acquisition Workforce



The HCS supports DoD goals and fulfills the requirements and objectives of executive-level strategic guidance





For additional information...

- Go to our website:

<http://www.acq.osd.mil/log/sci/hcsp.htm>

- Or contact:

Ms. Carol Conrad

Office of the ADUSD (Supply Chain Integration)

(703) 604-0098 x141

Carol.conrad@osd.mil